



SPECIAL EDUCATIONAL NEEDS AND/OR DISABILITIES INSPECTION

WRITTEN STATEMENT OF ACTION

Oldham's Vision for Children and Young People with SEND

Oldham's vision is to be a place where children and young people will thrive. This will be demonstrated by children and young people with SEND achieving well in their early years, at school and in further education, finding employment, leading happy, healthy and fulfilled lives and having choice and control over their support.

Senior Leadership Commitment Statement: Our Vision

Oldham's journey is one of transformational change for children and young people with SEND and their parents/carers. Senior Leaders from Oldham Council, Oldham Clinical Commissioning Group, all local education settings together with parents /carers, children and young people are determined that outcomes for children and young people with SEND improve. Our vision is to create a place where children and young people can thrive. This will be demonstrated by children and young people with SEND achieving well in their early years, at school and in further education, finding employment, leading happy, healthy and fulfilled lives and having choice and control over their support. The evidence for this will be;

- Parents/carers, children and young people with SEND tell us the system has improved and the difference this has made;
- Oldham is fully compliant with the Children and Families Act 2014 and the SEND Code of Practice 2015;
- Effective leadership and joint partnership to co-produce, deliver and evaluate the SEND reforms;
- An EHCP pathway process across Oldham resulting in quality outcomes of children and young people with SEND is developed and delivered;
- Oldham has safe and effective home to school transport;
- The annual attainment and achievement of children and young people with SEND improves 1% faster (year on year) than the national average;
- Children and young people with SEND reach their full potential based on individual aspiration and need.

There are a number of golden threads which underpin how services for children and young people with SEND and their parents/carers will improve in Oldham. These include;

- Oldham adopting a culture and practice that children, young people and their families only have to tell their story once;
- Ensuring that SEND is everybody's responsibility;
- Children and young people always being at the heart of what we do, with the highest aspirations for all;
- That we co-produce with children, young people, parents and carers and other stakeholders;
- That we jointly develop a competent, capable workforce fully resourced to meet needs across Oldham's SEND system.

Our Journey so far

As a first step in reasserting the direction of travel a Transformation Assurance Board was established in November 2017 with senior leadership from the LA and CCG together with the Chief Executive of POINT, the local Parent Carer Forum. This Board identified that much of the local response to the SEND agenda required significant improvement. It was also recognised though there were aspects of the current offer which did meet identified needs and much good work was already in train - the impact has yet to be measured. The Board utilised the energy generated from stakeholders by the inspection to ensure that all facets of the local SEND offer are scrutinised and challenged to improve, irrespective of inspection findings. Harnessing this energy together with making best use of additional resourcing from the LA and CCG will be key to improving outcomes for children and young people.

In order to address the issues raised by the inspection concerning senior leadership a new SEND Partnership Board has been developed to be the main governance board focussed solely on SEND. The Board will meet bi-monthly and have at its core the senior leaders from the LA and CCG. It is chaired by the Lead Member for Education and Culture, with the deputy chair being the Chief Executive of POINT, and has 2 parents as representatives. Representatives of the Oldham Alliance of Primary Heads and Principals and Oldham Association of Secondary Heads and Principals are members. The SEND Partnership Board will report through the Oldham Best Start in Life Board (the Children's Trust) to the Oldham Health and Wellbeing Board who hold statutory accountability. The SEND Partnership Board will be responsible for auditing the delivery of this Written Statement of Action.

Within the Greater Manchester Combined Authority there will be strong links between the Oldham Health and Wellbeing Board and its Greater Manchester equivalent giving the opportunity for SEND issues such as employment strategies and pathways for young people to be shared collaboratively across the Greater Manchester economic and travel to work area. Other pan Great Manchester strategies will be incorporated into Oldham's SEND Strategy as they are developed.

The SEND Management Group will be chaired by Oldham Council's Interim Director of Children's Services and the Deputy Chair will be the CCG Governing Body Executive Nurse and will oversee, co-ordinate and hold to account the work of the Task & Finish (T&F) Workstreams. The Board and each T&F groups has up to 2 parent representatives. Underpinning the governance framework will be a Young People's Challenge Group made up of representatives from the Children in Care Council, Barrier Breakers and the Youth Council feeding in to both the Partnership Board and Management Group thus ensuring the voice of children and young people is heard and acted upon. The Management Group will also have the key responsibility for developing an area wide communication strategy and an organisational strategy.

Signed



Noreen Dowd
Interim Accountable Officer
NHS Oldham CCG



Merlin Joseph
Interim Director Children's Services,
Oldham Council



Andrew Robinson
Chief Executive
POINT

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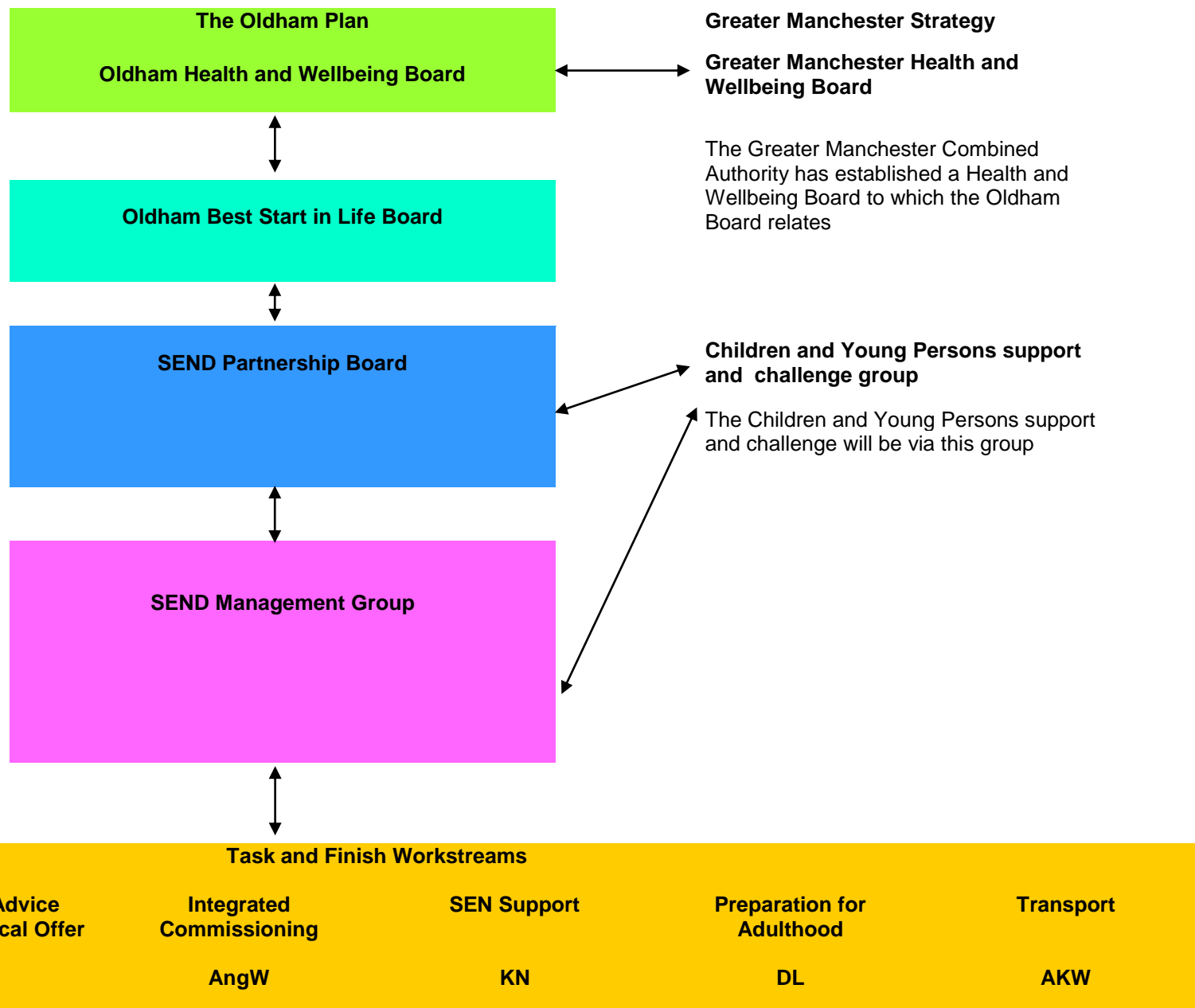
Governance Structure

The Oldham Health and Wellbeing Board is the Statutory Board overseeing the delivery of SEND in Oldham

The Oldham Best Start in Life Board, reporting to the Health and Wellbeing Board leads on Children's Strategy and joint commissioning

The SEND Partnership Board, reporting to the Best Start in Life Board and chaired by the Lead Member will have direct oversight of the WSOA and the wider SEND transformation plan.

The SEND Management Group, reports to the SEND Partnership Board and will direct and hold to account the work of the Task and Finish Workstreams.



Written Statement of Action: Plan Overview

The Written Statement of Action (WSOA) sits alongside Oldham's developing SEND Strategy which will further detail and drive all activity in Oldham to effectively deliver the SEND agenda. The WSOA is mapped against the five areas of significant weakness identified by the inspection and details how the Oldham Local Area intends to ensure;

- Oldham is fully compliant with the Children and Families Act 2014 and the spirit of the SEND Code of Practice 2015;
- Effective leadership and joint partnership in leading, developing and evaluating the SEND reforms;
- A fully functioning and legally compliant EHCP pathway process across Oldham resulting in quality outcomes of children and young people with SEND is developed and delivered;
- Oldham has safe and effective home to school transport;
- The annual attainment and achievement of children and young people with SEND improves 1% faster (year on year) than the national average.

The WSOA, SEND Strategy and Governance Relationship Map attached below is the co-produced product of a significant number of meetings involving parent/carers, LA and CCG Officers. It has been regularly influenced by senior leaders and was a central point of discussion at a recent Oldham SEND co-production event held on 25 January 2018 where over 100 parents and professionals from Oldham gave their views on this and other aspects of the SEND agenda. The map shows the interrelationship between the significant areas for improvement identified by the Inspection, our evolving shared vision for children and young people with SEND in Oldham, the intended governance framework for ensuring delivery and the Task and Finish (T&F) Workstreams identified as key co-production opportunities and challenges.

The WSOA and the SEND Strategy Plan will be monitored on a bi-monthly basis with a highlight report to each meeting of the SEND Partnership Board and RAG rated using the key below. Actions within the plan are allocated to individual Task and Finish Workstreams. There will be a report to Local Authority Executive Management Team and Health and Wellbeing Board at each meeting with routine reporting through Oldham Clinical Commissioning Group Governing Body Governance Framework (this arrangement may change with the establishment of the Integrated Care Organisation (ICO) between Oldham Council and Oldham CCG from 1st April 2018).

Within this plan we have divided the challenge into three time periods and used the following timeline:

Stabilise: (October 2017 – February 2018) Analyse, diagnose, identify and sequence priorities prior to publication of our written action plan. This will also encompass our quick wins to evidence what we have done so far;

Repair and rebuild: (March 2018 – December 2018) Implement clear decision making, transparent performance reporting, challenge and support, cultural change, restorative, defining expectations, active implementation and review, developing and empowering staff, assurance, listening to feedback, co-produced repair and rebuild activity;

Self-sustaining improvement: (January 2019 – March 2020) Ensure consistent system-wide delivery to meet need, embedded performance culture, assurance and an accountable, responsive, proactive, learning culture driving continuous improvement.

Lead Officers	Role	Initial
Cllr Paul Jacques	Lead Member Education and Culture	PJ
Linda Collins-Izquierdo	Interim Executive Nurse, NHS Oldham CCG	LCI
Nadia Baig	Acting Director of Performance & Delivery (This responsibility will transfer to the Chief Operating Officer for NHS Oldham CCG following a substantive Appointment)	NB
Merlin Joseph	Interim Director of Children's Services, Oldham Council (from 05/03/2018)	MJ
Helen Lockwood	Deputy Chief Executive – People and Place Oldham Council	HL
Helen Hampson	Head Teacher, Higher Failsworth Primary School (Primary Schools)	HH
Karl Newell	Head Teacher, Crompton House School (Secondary Schools)	KN *
Anne Redmond	Head Teacher, Kingfisher Special School (Special Schools)	ARed
Andrew Robinson	Chief Executive Officer (POINT)	ARob
Elaine Robinson	Oldham SENDIASS	ER *
Katrina Stephens /Charlotte Stevenson	Consultant in Public Health for Director Public Health, Oldham Council	KS/CS
Andrew Sutherland	Director of Education and Early Years, Oldham Council	AS
Mark Warren	Director of Adult Services, Oldham Council	MW

*represents the chairs of the T&F Workstreams

The Children in Care Council, Barrier Breakers and the Oldham Youth Council will provide external challenge and support to the Partnership Board

Senior Support Officers	Role	Initial
Gerri Barry	Information and Advice Service Manager, Oldham Council	GB
Jill Beaumont	Director of Childrens Social Care and Early Help, Oldham Council	JB
Tim Bowman	Opportunity Area - Programme Lead	TB
Colin Brittain	Assistant Borough Solicitor, Oldham Council	CB
Patsy Burrows	Head of Service Childrens Social Care, Oldham Council	PB
Adrian Calvert	Education Partnership Leader, Oldham Council	ACa
Anne Clark	Inclusion Manager, Oldham Council	ACI
Ed Francis	Assistant Director, Safeguarding and Partnerships, Oldham Council	EF
Tracey Harrison	Senior Commissioning Officer, Oldham Council	TH
Donna Lewis	Head of Service, Inclusion and Post 16, Oldham Council	DL *
Kim Mayer	Team Manager Children with Disabilities Team, Oldham Council	KM
Maria McCaffrey	SEND Consultant, NHS Oldham CCG	MM
Susannah Meakin	Head of Service, Learning \Disability and Mental Health, Oldham Council	SM
Cath Millington	SEND Consultant, Oldham Council	CM *
Bruce Penhale	Assistant Director, Communities and Early Intervention, Oldham Council	BP
Matthew Prenton	Team Manager, SEN Service, Oldham Council	MP
Jayne Ratcliffe	Head of Service, Adult Social Care, Oldham Council	JR
Anthony Shaw	Senior Transport Officer, Oldham Council	ASh
Tony Shepherd	Head of Learning, Oldham Council	TS
Mark Higgins	Head of Organisational Development, Oldham Council	MH
Claire Taylor	Behaviour and Inclusion Team Manager, Oldham Council	CT
Caroline Waldron	Designated Nurse for Looked After Children, NHS Oldham CCG	CWal
Shoukat Ali	Change Programme Manager, Oldham Council	SA
Adrian Wells	Interim Head of Access and Inclusion, Oldham Council	AKW *
Angela Welsh	Senior Commissioning Business Partner – Children and Maternity, NHS Oldham CCG	AngW *
Caroline Whitworth	Forum Development Manager, POINT	CWh
Dawn Williams	Designated Clinical Officer, NHS Oldham CCG	DW
Janet Wray	Nurse Consultant, Pennine Care NHS Foundation Trust/NHS Oldham CCG	JW
Helen Wyton	SEN Support Manager and Lead Educational Psychologist, Oldham Council	HW

*represents the chairs of the T&F Workstreams

Written Statement of Action, SEND Strategy and Governance Relationship Map

		Written Statement of Action (WSOA)																											
		1) Oldham is fully compliant with the Children and Families Act 2014 and the spirit of the SEND Code of Practice 2015 <i>Any illegal practice that maybe happening in the local area</i>					2) Effective leadership and joint partnership in leading, developing and evaluating the SEND reforms <i>The lack of effective leadership and joint partnership in leading developing and evaluating the SEND reforms</i>					3) Fully functioning and legally compliant EHCP pathway process across Oldham resulting in quality outcomes of children and young people with special educational needs and disabilities <i>The dysfunctional EHC process and inadequate quality of plans</i>					4) Ensure Oldham has safe and effective home to school transport <i>The defective transport arrangement for children and young people who have special education needs and/or disabilities</i>					5) Improve the achievement of children and young people who have SEN and/or disabilities, including the reducing rates of fixed-term exclusions and persistent absenteeism <i>The significant underachievement of children and young people who have special educational needs and/or disabilities, including the high rates of fixed-term exclusions and persistent absenteeism</i>							
Significant Weakness	Oldham's vision is to be a place where children and young people can thrive. This will be demonstrated by children and young people with SEND achieving well in their early years, at school and in further education, finding employment, leading happy, healthy and fulfilled lives and having choice and control over their support. Implementation and delivery of this vision will also evidence Oldham's Written Statement of Action in response to Ofsted and CQC's identified areas of significant weakness. The components of Oldham's successful system for SEND will include;																												
	A person-centred and joined-up approach to identify and meet the needs of children, young people and their families					Good educational outcomes and fulfilled lives, supported by high quality settings and services					Engagement and participation of young people and families so they have greater choice and influence.					A clear understanding of what support, services and provision are available and how to raise concerns or seek redress when there are concerns					Use of effective practice, data and wider intelligence and independent assessment to drive improvement					Clearly-defined and understood roles, responsibilities and accountability			
Strategic Objectives	1	3	4	5	1	3	4	5	3	5	1	3	4	5	2	3	4	5	1	2	3	4	5						
	Written Statement of Action statements mapped to suggested SEND Strategy by colour The SEND Management Group will lead on oversight of the Task and Finish Workstreams																												
Governance	Oldham Health and Wellbeing Board																												
	Oldham Best Start in Life Board																												
	SEND Partnership Board										Children and Young Persons support and challenge																		
	SEND Management Group																												
	Task and Finish Workstreams																												
	Annual Reviews of EHCPs					Information Advice and Support Local Offer					Integrated Commissioning					SEN Support					Preparation for Adulthood					Transport			
CM					ER					AngW					KN					DL					AKW				

The following pages contain the detailed response to each of the findings within the Inspection. To assist in identifying current performance we have used the key below;

KEY	
Action Planned but yet to commence	
Action underway but not on target for completion within timescale	
Action underway and on target for completion within timescale	
Action Completed and Signed off	

Finding 1: Any illegal practice that may be happening in the local area					
Outcome 1: Oldham is fully compliant with the Children and Families Act 2014 and the spirit of the SEND Code of Practice 2015					
SEND Partnership Board Owner	<i>Helen Lockwood, Deputy Chief Executive – People and Place Oldham Council</i>				
Lead Officer(s)	<i>Merlin Joseph, Interim Director of Children’s Services, Oldham Council Linda Collins-Izquierdo (Interim Executive Nurse NHS Oldham CCG) Andrew Sutherland, Director of Education and Early Years</i>				
Senior Support Officer(s)	<i>Colin Brittain Cath Millington Adrian Wells Janet Wray</i>				
Priority 1.1 Ensure all SEND policy, process and practice is legally compliant					
Priority 1.1 Ensure all SEND policy, process and practice is legally compliant					
Key actions to address the areas for development	Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
1.1.1 Clarity sought from Ofsted inspectors on areas of “possible illegalities” raised during the inspection process; <ul style="list-style-type: none"> • Amendment of EHCP plans during inspection <ul style="list-style-type: none"> ○ (See Outcome 3.) • Refusal of EHCP referrals within 24 hours of receipt <ul style="list-style-type: none"> ○ (See Outcome 3.) • Transport policy not taking into account the needs of SEN pupils <ul style="list-style-type: none"> ○ (See Outcome 4.) • SEND pupils being sent home from school but not excluded <ul style="list-style-type: none"> ○ (See Outcome 5.) 	Dec 17	AS	CB/CM	Oldham council has statutorily compliant processes	

1.1.2 Investigation and legal advice on identified areas of “possible illegalities” raised during the inspection process	Dec 17	AS	CB	Oldham has statutorily compliant processes	
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Finding 2: The lack of effective leadership and joint partnership in leading, developing and evaluating the SEND reforms

Outcome 2: Oldham has effective leadership and joint partnership leading, developing and evaluating the SEND reforms

SEND Partnership Board Owner	<i>Helen Lockwood, Deputy Chief Executive – People and Place Oldham Council</i>
Lead Officer(s)	<i>Merlin Joseph, Interim Director of Children’s Services, Oldham Council Linda Collins-Izquierdo Interim Executive Nurse, NHS Oldham CCG Nadia Baig Acting Director of Performance & Delivery (This responsibility will transfer to the Chief Operating Officer for NHS Oldham CCG following a substantive Appointment) Andrew Robinson, Chief Executive, POINT Andrew Sutherland, Director of Education and Early Years Mark Warren, Director of Adult Services</i>
Senior Support Officer(s)	<i>Jill Beaumont Tracey Harrison Maria McCaffrey Cath Millington Mark Higgins Shoukat Ali Adrian Wells Angela Welsh</i>

Priority 2.1 Ensuring the joint governance and leadership of the Oldham SEND system

Priority 2.2 Ensuring the effective implementation, delivery, robust monitoring and evaluation of the Oldham SEND offer to deliver effective outcomes

Priority 2.1 Ensuring the joint governance and leadership of the Oldham SEND system

Key actions to address the areas for development	Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
2.1.1. SEND is visible as key priority and standing agenda item within the Health and Wellbeing Programme Board to support strategic overview and challenge	Jun 18	JB/LCI/MW	AW/MM/CM	Standing item at Health and Wellbeing Board leading to greater visibility and evidence of multi-agency action on SEND priorities. Families are assured that at the most senior level the needs of C&YP with SEND are recognised by policy makers.	

2.1.2 Governance framework to be developed and agreed for Partnership Board, Management Group and Task and Finish Workstreams	Apr 18	MJ/AS/JB/LCI/NB	SA	Governance arrangements in place that are robust and effective in ensuring delivery of SEND activity across Oldham.	
2.1.3 SEND Champions/Lead Officers to be identified within and across the partnership and for this to be effectively communicated	May 18	HL/AS/LCI	AKW/CM/MM/ARob	Leaders identified and Communication and Stakeholder Strategy in place to ensure clarity and shared understanding on SEND priorities and outcomes.	
2.1.4 Oldham CCG to review internal capacity for SEND leadership	Apr 18	LCI/NB	MM	Review completed. Resources in place. The CCG will have capacity to ensure that it meets its statutory requirements	
2.1.5 SEND to be embedded within the emerging Integrated Care Organisation (ICO) structure and governance framework to support joint commissioning	Jul 18	MJ/LCI/MW	AngW/TH	Governance and joint commissioning arrangements in place. Senior Lead for ICO engaged within the governance of delivery of SEND activity	
2.1.6 Oldham's revised SEND strategy is co-produced and aligned to other relevant system wide strategies to ensure a coherent approach to SEND	Oct 18	AS/LCI/JB/ARob	AKW/CM/MM	SEND Strategy implemented which sets out a local partnership vision for SEN support and inclusion. CYP and their families benefit from a coordinated borough wide approach to meeting needs through a graduated response	
2.1.7 Develop Task and Finish Workstreams under the governance structure to ensure operational ownership and delivery	Mar 18	MJ/LCI	AKW/MM/CM/ARob/LCI	Governance arrangements in place. Task & Finish Action Plans delivered.	

				Ownership of the change agenda is integrated through all levels of the partner organisations	
Priority 2.2 Ensuring the effective implementation, delivery, robust monitoring and evaluation of the Oldham SEND offer to deliver effective outcomes					
Key actions to address the areas for development	Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
2.2.1 Operational Task and Finish Workstreams have clear work plans to effectively achieve outcomes	Jun 18	MJ	T&F Leads	Action Plans successfully delivered. Individual components of the change agenda are completed in a timely manner and contribute to overall change	
2.2.2 Develop and embed a shared performance SEND dashboard to include qualitative measures as part of a wider children's dashboard to challenge and drive continuous improvement	Jun 18	MJ/AS	T&F Leads	Performance Management framework in place with a SEND Dashboard informing intelligence driven decision-making on the SEND offer and effective use of resources. Residents of Oldham have a clear view of the impact of services. Data clarity allows commissioners to commission and review services more effectively	
2.2.3 Ensure best practice is gathered and disseminated across the partnership	Jun 19	HL/AS/LCI	CM/AW/MM/MS	Best practice shared successfully leading to measurable improvements in performance. Families benefit from shared best practice which is outcomes focussed	

Finding 3: The dysfunctional EHC process and inadequate quality of plans					
Outcome 3: Oldham has a legally compliant EHCP pathway process resulting in quality outcomes of children and young people with special educational needs and disabilities					
SEND Partnership Board Owner	<i>Helen Lockwood, Deputy Chief Executive – People and Place Oldham Council</i>				
Lead Officer(s)	<i>Merlin Joseph, Interim Director of Children’s Services, Oldham Council</i> <i>Linda Collins-Izquierdo Interim Executive Nurse, NHS Oldham CCG</i> <i>Nadia Baig Acting Director of Performance & Delivery (This responsibility will transfer to the Chief Operating Officer for Oldham CCG following a substantive Appointment)</i> <i>Andrew Sutherland, Director of Education and Early Years</i>				
Senior Support Officer(s)	<i>Jill Beaumont</i> <i>Patsy Burrows</i> <i>Maria McCaffrey</i> <i>Kim Mayer</i> <i>Susannah Meakin</i> <i>Cath Millington</i> <i>Matthew Prenton</i> <i>Adrian Wells</i> <i>Dawn Williams</i> <i>Helen Wyton</i>				
Priority 3.1	Development and communication of a robust Oldham EHC process to deliver high quality EHC plans				
Priority 3.2	Develop and embed a workforce training and development strategy				
Priority 3.1 Development and communication of a robust Oldham EHC process to deliver high quality EHC plans					
Key actions to address the areas for development	Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
3.1.1 Jointly review pathways and information flows for EHCP processes to identify and address flaws in the current process and seek out examples of good practice	Aug 2018	AW/AS/MM/LCI	CM/JW	Current process reviewed. Effective EHCP process in place to ensure that the quality and timeliness of EHC planning meets the national 20 week target from assessment to completion of plans. Families benefit from a timely and effective assessment of need	

3.1.2 Review LA SEND assessment service capacity and secure additional resource as identified	Mar 2018	AS/AW	AKW/MP	Recruitment processes completed and resources in place resulting in an enhanced EHC Team delivering quality EHC Plans. Families and partners benefit from high quality assessment services and outcomes focussed quality EHC plans	
3.1.3 Review wider Education, Health and Social Care professional capacity to deliver the required assessments for the EHCP process and secure additional resource as identified	Jun 2018	AS/JB/ LCI	AKW/MM/CM/ PB/KM/SM/ HW	Additional capacity/resources agreed and in place resulting in an enhanced local partnership delivering quality EHC Plans. Oldham partners are able to deliver timely and appropriate services to families	
3.1.4 Co-produce and implement with parents, carers and young people a robust multi-agency quality assurance framework to enable overview, challenge and scrutiny of EHCP plans. Bi monthly reports submitted to SEND Partnership Board	Jun 2018	AS/LCI/ ARob	CM/ARob/JW	Co-production Strategy produced and Quality Assurance framework in place ensuring that all EHC planning/plans are validated as co-produced with CYP/parental/carer satisfaction. This will result in EHC Plans being of high quality with SMART outcomes. QA mechanism ensures that children and young people have access to support through quality, coproduced plans which are statutorily compliant	
3.1.5 Review and refresh policies and procedures to ensure quality and timely advice and information is received from	Jul 2018	AS/LCI	CM/JW	Revise workflow processes leading to EHCP pathway performing as required.	

education, health and care professionals when contributing to plans				Revised/refreshed policies, procedures and practice helps to support and challenge EHC Team to deliver high quality EHC planning/plans. CYP and families benefit from practitioner advices which enable high quality plans to be produced. The health advice received is high quality, meets the statutory requirements and is clear for families	
3.1.6 Review role, function and capacity of Designated Clinical Officer to provide quality assurance mechanism for health component of EHCP	Apr 2018	LCI	MM	Resource in place.	
3.1.7 Refresh the Local Offer to ensure it is up to date, accurate and accessible	Jul 2018	AS/LCI	GB	Local Offer correct and inclusive of all services. Local Offer is easy to access, comprehensive with an increased use and high level of user satisfaction. The offer allows families to clearly see services available and via feedback allows commissioners to review services on offer and identify gaps in provision	
Priority 3.2 Develop and embed a workforce training and development strategy					
Key actions to address the areas for development	Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
3.2.1 Develop a SEND workforce strategy to ensure that Oldham has the right number of staff with the right skills	Dec 2018	AS/LCI	AW/MM/CM/MS	Oldham Workforce Strategy and resource in place resulting in the SEND Children's workforce being highly skilled and supported	

				to deliver high quality services.	
3.2.2 Utilisation of national, regional and partnership competency based training opportunities for Oldham's SEND workforce	Dec 2018	AS/LCI	AKW/MM/CM	CPD process for workforce is focussed on improving staff skills and knowledge on supporting the delivery of high quality services across the partnership. SEND Children's Workforce demonstrate competency through CPD reviews.	

Finding 4: The defective transport arrangements for children and young people who have special education needs and/or disabilities

Outcome 4: Oldham's children and young people have access to safe and effective home to school transport

SEND Partnership Board Owner	<i>Helen Lockwood, Deputy Chief Executive – People and Place Oldham Council</i>				
Lead Officer(s)	<i>Merlin Joseph, Interim Director of Children's Services, Oldham Council</i> <i>Linda Collins-Izquierdo Interim Executive Nurse, NHS Oldham CCG</i> <i>Nadia Baig Acting Director of Performance & Delivery (This responsibility will transfer to the Chief Operating Officer for Oldham CCG following a substantive Appointment)</i> <i>Andrew Sutherland, Director of Education and Early Years</i> <i>Janet Wray, Nurse Consultant, Pennine Care NHS Foundation Trust/NHS Oldham CCG</i>				
Senior Support Officer(s)	<i>Maria McCaffrey</i> <i>Andrew Robinson</i> <i>Anthony Shaw</i> <i>Adrian Wells</i> <i>Dawn Williams</i>				
Priority 4.1	Oldham's SEND transport policy, procedures and practice are compliant and meet the identified needs of children and young people (CYP)				

Priority 4.1 Oldham's SEND transport policy, procedures and practice are compliant and meet the identified needs of children and young people

Key actions to address the areas for development	Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
4.1.1 Review and revise Oldham's home to school transport policy to ensure individual needs of CYP are met	Aug 2018	AS/AW	ASh/ARob	Home to School Transport Policy revised. Families have their need for transport adequately met,	

				enabling CYP to access provision	
4.1.2 Provide training and support to ensure consistency across the transport appeals process	Aug 2018	AS/AW	ASh/CB	Consistent Appeals process in place and working. Training delivered to support appeals process. Families are assured of fair, open and transparent decisions following transport appeals	
4.1.3 Ensure robust and safe transport plans and provision including those with complex health needs for CYP accessing home to school transport	Aug 2018	AS/LCI/AW	ASh/DW	C&YP with the most complex needs all have plans which ensure their safe and appropriate transport ensuring access to provision and family confidence with evidenced of user satisfaction.	
4.1.4 Review and refresh of the Home to School Passenger assistant workforce to be skilled to meet individual needs of CYP	Dec 2018	AS/AW/JW	MM/ASh/DW/AKW	Training programme in place. A competent workforce ensures optimum safe transport for CYP with the most complex needs	

Finding 5. The significant underachievement of children and young people who have special educational needs and/or disabilities, including the high rates of fixed-term exclusions and persistent absenteeism

Outcome 5: The annual attainment and achievement of children and young people in mainstream provision with SEND improves 1% (year on year) faster than the national average rate of improvement

SEND Partnership Board Owner	<i>Helen Lockwood, Deputy Chief Executive – People and Place Oldham Council</i>
Lead Officer(s)	<i>Andrew Sutherland, Director of Education</i>
Senior Support Officer(s)	<i>Tim Bowman Adrian Calvert Donna Lewis Tony Shepherd Adrian Wells</i>

Priority 5.1	All Education strategies have SEND as a clear focus and priority					
Priority 5.2	Improve local intelligence on the achievement and attendance of pupils who have SEN and/or disabilities					
Priority 5.3	Improve the attendance of pupils who have SEN and/or disabilities					
Priority 5.1 Education strategies have SEND as a clear focus and priority						
Key actions to address the areas for development		Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
5.1.1 CYP with SEND are central to the Oldham school improvement and early years strategy to improve attainment and inclusion		Aug 2018	AS/TS	ACa/TB/DL/TS/AW	SEND embedded within all school improvement strategies. CYP improvements in performance 1% better (year on year, from Aug2017) than national average.	
5.1.2 Oldham's inclusion strategy to be revised to ensure it addresses the attainment and achievement for all CYP across the Borough, with specific reference to SEND		Aug 2018	AS	ACa/TB/DL/TS/AW	SEN support graduated response to inclusion in place in schools/settings and working for the benefit for all CYP with SEND. The gap in attainment between those with and without SEND narrows year on year	
Priority 5.2 Improve local intelligence on the achievement and attendance of pupils who have SEN and/or disabilities						
Key actions to address the areas for development		Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
5.2.1 Incorporate SEND data into the wider education outcomes and inclusion dashboard to inform prioritisation of support and challenge to education settings		Aug 2018	AS	ACa/TB/DL/TS/AW	SEND Dashboard in operation and informing intelligence based decision making on priorities and use of resources CYP benefit from improvements achieved through targeted support to providers	

5.2.2 Utilise School Improvement Partner and wider network visits to education settings to challenge and support attainment and inclusion of SEND pupils	Aug 2018	AS	ACa/TB/DL/TS/AW	School Improvement reports and targets incorporate SEND as a central feature for action. Parents wishing their child to access mainstream providers can be assured of an inclusive experience recognised in outcomes for the child and parental confidence and satisfaction	
5.2.3 Integrate the local partnership, schools and Oldham Opportunity Area action plans to demonstrate how the wider partnership will support CYP with SEND to achieve a 1% year on year improvement in attainment and achievement	Aug 2018	AS	ACa/TB/DL/TS/AW	Learning interventions focus on CYP with SEND leading to improvements in performance of 1% better (year on year, from Aug2017) in attainment and achievement.	
Priority 5.3 Improve the attendance of pupils who have SEND					
Key actions to address the areas for development	Date to be completed by	Lead Officer	Support Officer(s)	Outcome/Target	RAG Rating
5.3.1 Use intelligence and data to support and challenge settings to improve inclusion and attendance including Fair Access, Permanent Exclusions, Fixed Term Exclusions, Elective Home Education and part-time education timetables	Aug 2018	AS	ACa/TB/DL/TS/AW	Performance and practice across educational establishment signifies annual improvements by at least 1% in all the indicators in relation to attendance and exclusion.	
5.3.2 Evaluate and assess how to deploy support services to schools and early years settings to effectively engage CYP with SEND	Mar 2020	AS	ACa/TB/DL/TS/AW	LA Behaviour Inclusion, Ed Pysch, ASD and HI/VI services are effectively deployed in preventative support for CYP with SEND with an increased number of CYP receiving SEN support with a commensurate	

				reduction in EHC planning requests. An increased number of C&YP have their needs effectively supported by practitioners through the graduated response	
5.3.3 School provision is high quality and appropriate to meet the needs of Oldham's CYP through effective placement planning	Mar 2020	AS	ACa/TB/ TS/AW	Review of alternative provision to create a more flexible range of educational environments for CYP with SEND based on a graduated response to need resulting in fewer exclusions, improved attendance and increased attainment by at least 1% per annum.	

Co-production Day Attendees

Name	Role	Name	Role
Nazia Akhtar	Parent	Helen Arya	Head, Oasis Academy, Limeside
Jane Ashley	Acting Head, Clarksfield Primary School	Anne Ashton	Strategic Team Leader and Advisory Teacher, QEST, Oldham Council
Chris Aspin	Senior EHCP Officer, Oldham Council	Maria Barber	QEST Team, Oldham Council
Katie Bartlett	Family Support Worker, Children with Disabilities team, Oldham Council	Alison Bearn	Educational Psychologist, Oldham Council
Jill Beaumont	Director of Children's Social Care and Early Help, Oldham Council	Rachel Beesley	Teacher, Harmony Trust
Jeremy Bentham	Head of Service, Learning Disability, Pennine Care NHS Foundation Trust	Thompson Boyle	Assistant Head AFA Blue Coat School
Angela Bradbury	Parent	Paul Bridgehouse	Social Worker. Children with Disabilities Team, Oldham Council
Catherine Brogan	SENCO St Aidan and Oswald RC Primary School	Sally Brown	Head, Yew Tree Community School
Martine Buckley	Executive Head of Yew Tree Community and Mather Street Primary Schools	Julie Burnell	Educational Psychologist, Oldham Council
Lynne Burnley	Head, St Hugh's Primary School	Debbie Burton	Educational Psychologist, Oldham Council
Sue Caine	Head of School, Kingfisher Learning Trust	Sue Callaghan	Head, Christ Church Primary School, Denshaw
Councillor Amanda Chadderton	Lead Member, Oldham Council	Geraldine Chadwick	Community Learning Disability Nurse, Pennine Care NHS Foundation Trust
Anne Clark	Inclusion Manager, Oldham Council	Jo Conway	Head Teacher, Whitegate End Primary
Sean Cumiskey	EHCP Officer, Oldham Council	Julie Daines	Acting Chief Operating Officer, NHS Oldham CCG
Sharon Davies	Business Manager, POINT	Jennifer Dunne	Newbridge School
Rebecca Eastham	Social Worker. Children with Disabilities Team, Oldham Council	Siobhan Ebdon	Head of Children's Services, Pennine Care NHS Foundation Trust
M Eccles	Head, Greenhill School	Laura Farnworth	Planning and Commissioning Officer, Oldham Council
Janet Fawcett	Social Worker. Children with Disabilities Team, Oldham Council	Stella Fidler	Parent
Michelle Fielding	Deputy SENCO and Nurture Teacher, Co-op Academy of Failsworth	Karen Fox	Teacher
Deborah Gainsborough	Parent	Jayne Grimley	Educational Psychologist, Oldham Council

Helen Hampson	Head, Higher Failsworth Primary School	Tracey Harrison	Senior Commissioning Officer, Oldham Council
Mark Hatton	Social Worker. Children with Disabilities Team, Oldham Council	Julie Hawkins	Short Breaks and Transformation Manager, Oldham Council
Chris Hepburn	Parent	Stephanie Holt	Educational Psychologist, Oldham Council
Geoff Howard	Newbridge Academy	Phil Hume	Parent
Pam Hutchinson	QEST Team, Oldham Council	Christine Ihenacho	Educational Psychologist, Oldham Council
Samina Iqbal	Parent	Joanne Jones	Visual Impairment Advisory Teacher, Oldham Council
Nazia Kausar	Parent	Rachel Kenealy	EHCP Officer, Oldham Council
Caroline Kenny	SENCO St Aidan and Oswald RC Primary School	Jabeen Khalid	Social Worker. Children with Disabilities Team, Oldham Council
Toyoba Khanam	Social Worker. Children with Disabilities Team, Oldham Council	Pamela Knowles	Parent
Jayne Lees	Parent	Christopher Lewis	Head of Transformation PMO, Oldham Council
Donna Lewis	Head of Service, Inclusion and Post 16, Oldham Council	David Lloyd	Team Manager, Adult Social Care, Oldham Council
Helen Lockwood	Deputy Chief Executive – People and Place Oldham Council	Oliver Loughheed	Teacher, Oasis Academy, Limeside
Janet Lynch	Parent	Diane Martin	Oldham IASS Service
Heather Martin-Netherwood	Service Lead Children's Therapies, Pennine Care NHS Foundation Trust	Kim Mayer	Team Manager Children with Disabilities Team, Oldham Council
Maria McCaffrey	SEND Consultant, NHS Oldham CCG	Mia Medan	North Chadderton school
Matthew Millburn	Head, Saddleworth School	Cath Millington	SEND Consultant, Oldham Council
Eileen Mills	Head of Safeguarding & Designated Nurse for Safeguarding Children, NHS Oldham CCG	Rachel Mizban	SENCO, St Hugh's Primary School
Councillor Eddie Moores	Oldham Council	Kirsty Mullhall	Senior Practitioner, Children with Disabilities Team, Oldham Council
Sue Munton	Parent/Carer	Joanne Needham	Head of Service, Healthy Young Minds, Pennine Care NHS Foundation Trust
Bamijoko Olabode	Parent	Crispin Olliver	Social Worker. Children with Disabilities Team, Oldham Council
Janette Olsen	SEND Lead, Bridgewater Community Healthcare NHS Foundation Trust	Gisele Onwumere	Parent
Danine Pasquill	Service Lead Children's Community Nursing Pennine Care NHS Foundation Trust	Christine Pimblott	Parent

Deborah Preece	SENCO and Assistant Lead, Glodwick Infant School	Matthew Prenton	Team Manager, SEN Assessment Service, Oldham Council
Clare Prior	Hearing Impairment Advisory Teacher, Oldham Council	Graham Quinn	Executive Head, Newbridge Multi Academy Trust
Anne Redmond	Executive Principal: Kingfisher Learning Trust	Keelie Rigby	Parent
Peter Roberts	Deputy Principal Oldham Sixth Form College	Marie Roberts	Senior Learning Disability Nurse (Adults), Pennine Care NHS Foundation Trust
Hannah Roberts	Councillor, Oldham Council	Elaine Robinson	Oldham SENDIASS
Andrew Robinson	Chief Executive, POINT	Coleen Roden	Parent
Joanne Rodgers	SENCO Blackshaw Lane Primary School	Danna Saunders	EHCP Officer, Oldham Council
Elizabeth Schofield	SENCO, Leesfield Primary School	Victoria Shaw	Parent
Anthony Shaw	Senior Transport Officer, Oldham Council	Mike Shepley	Head of Organisational Development, Oldham Council
Andrea Skelly	Head, Kingsland PRU	Karen Smedley	Hathershaw College
Nicole Stewart	Social Worker. Children with Disabilities Team, Oldham Council	Andrew Sutherland	Director of Education and Early Years, Oldham Council
Judith Thompson	Parent	Caroline Waldron	LAC Designated Nurse, NHS Oldham CCG
Carol Walker	Deputy Head and SENCO, Broadfield School	Steph Warsap	Teacher, Holy Rosary RC Primary School
Craig Watts	PMO, Oldham Council	Adrian Wells	Interim Head of Access and Inclusion, Oldham Council
Nicola Welsh	Parent	Nigel Whittle	Head, Oasis Academy
Caroline Whitworth	Forum Development Manager POINT	Cathy Williams	Parent
Dawn Williams	Designated Clinical Officer, NHS Oldham CCG	Janet Wray	Nurse Consultant, Pennine Care NHS Foundation Trust
Kay Wrench	Team Leader for Visual, Hearing and Physical Impairment, Oldham Council	Nathan Wright	Young person
Helen Wyton	SEN Support Manager and Lead Ed Psychologist, Oldham Council	Stephen Yates	Social Worker. Children with Disabilities Team, Oldham Council
Amanda Youlden	Senior EHCP Officer, Oldham Council		